

IV. Economics & Growth Chapter

The Economics and Growth Chapter contains the Economic Development, Cost of Development, and five Growth Area Elements. These elements address employment and revenue needs of the community, with cost assessments for developments needing additional infrastructure and incentives for growth for areas identified in need of development. This information is used to promote development that financially supports the goals of the ~~E~~city.

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~~A~~-Economic Development Element

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~~A~~ *Economic Development Element*

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~~A~~-Economic Development Element

Over the past decade, the City of Tempe has developed a strong office, industrial, commercial and retail economy. As of 2002, total employment (175,538) in Tempe exceeds the population (163,296) of the City. Tempe's dynamic atmosphere draws talented people from all over the metropolitan region to work in its five targeted development areas: aerospace, bioindustry, advanced business services, high technology and software. Tempe has five regional job centers, two of which are near build-out; and two ~~community~~ job centers, both of which have more than 50% percent completed construction. Tempe has attracted retail development including an autoplex, value-oriented mall, boutiques, large-scale grocery and electronics stores and many other successful shops. The City has been proactive in redeveloping its downtown and in 1999 dedicated the Tempe Town Lake, which provides new development opportunities for the future. The City has taken an aggressive position with redevelopment activities because it is landlocked. Tempe is also recognized as a "Tech Oasis" with more technology companies located here, than in any other part of the state. The presence of Arizona State University in the community, Tempe's location near Phoenix Sky Harbor International Airport, and the extensive freeway connections are also key factors in the growth of the City.

Tempe is only one of the 24 cities that comprise the greater Phoenix area and compete for new business and development opportunities regionally, nationally and globally. It is critical to increase competitiveness and identify diverse, new opportunities for ~~the~~ Tempe. In 2001, the City began to experience retail leakage to other communities, vacancy rates in office and industrial markets and growing vacancies in older "strip centers" that create a concern for long-term viability. Business consolidations are common and unavoidable in today's fast moving, evolving economy. ~~The economy continues to evolve, o~~One way to assist in the direction of this evolution is to strengthen the connection between Tempe businesses and Arizona State University ~~must be advanced~~. A focus on Tempe as a national destination is important to Tempe's tourism sector, as is the attraction of a convention center hotel – an element missing from the Tempe economy at present. Tempe must continue to carve out its niche in the Valley ~~as~~ the best place to live, work and play.

The goal of the Economic Development Element is to stimulate a sustainable, diversified, and vibrant economy while preserving the Tempe vision and values ~~inherent in the community~~.

Objectives

- Develop an improved local business climate that fosters private business investment
- Develop an increased tax base
- Promote a sustained improvement in the standard of living and quality of life for all residents
- Remain flexible in a constantly changing economy
- Attract development businesses and employers that provides jobs paying wages at or above the regional average

Strategies

- Attraction of new Business - Targeted industry attraction
- Diversification of the economy – Analyze and pursue emerging industries
- Proactive Business Retention Program
- Retention and recruitment of diverse retail base
- Incentive policy – Targeted to quality companies with significant economic impact, without increasing costs to residents
- Encourage educational, cultural and recreational opportunities that make for a well-balanced community and contribute to the quality of life

- Streamline City processes for development and redevelopment while retaining citizen involvement in development and redevelopment plans

Sources

- Economic Development Incentive Policy

~~B.~~ Cost of Development Element

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B. Cost of Development Element

The Cost of Development Element identifies policies and strategies to require development to pay toward the cost of public infrastructure and service needs generated by new development, with appropriate exceptions when in the public interest. Street Tempe is at an advantage by being land locked; the general infrastructure is available for development anywhere in the City, with existing land uses. However, for projected land uses or intensified uses of properties, capacity of existing infrastructure may be exceeded. Currently, developers are expected to pay for development fees, on-site improvements and significant infrastructure capacity additions. Additional requirements may be the result of developer participation agreements. Further, as one of the mature communities in the Valley, infrastructure and technology may be dated, requiring upgrades or a totally new type of infrastructure within the next decade. The City of Tempe is a progressive and fiscally responsible City with excellent AAA, Aa1 and AA+ bond ratings. The success of the community's long-range fiscal plan has allowed and will continue to afford the community the resources for growth and maintenance of: public utility infrastructure, public facilities, parks and open space and transportation systems. These capital projects will continue to be funded through the capital improvements program and comply with the long-range forecast and the debt management plan which links our future debt capacity to population, tax base growth and current level of general operating revenue.

The goal of the Cost of Development Element is to ensure funding availability for growth and maintenance of all planned development, both public and private.

Objectives

- Encourage development that does not exceed planned infrastructure or service capacity
- Ensure land use intensification or redevelopment provides for necessary infrastructure or service capacity
- Maintain fiscal stability for the City of Tempe
- Promote a financially sustainable economy through economic development initiatives
- Provide opportunities for development, which that benefits the community

Strategies

- Continue to evaluate the impact/value of the attraction and retention of individual industry/companies to ensure the proper diversification of the tax base
- Continue to update development fee schedules to ensure a fair-share of expenses are recovered
- Retain and attract sustainable development
- Utilize an Economic Impact Model
- Determine service level assumptions for land uses and costs and revenues for all city departments
- Consider impact fees mechanisms
- Utilize staff from all affected departments when reviewing proposed developments, which may potentially impact city budget, infrastructure or service demands
- Coordinate long range planning and strategic economic planning efforts to meet city goals
- Consider improvement districts associated with specific capital or service needs
- Continue the use of community facilities districts to cover long-term capital and maintenance costs in specific areas
- Consider pay for use of certain city services, similar to the water service model
- Encourage joint use agreements where applicable to reduce land or facility needs to provide public parking, schools, parks or public services
- Regarding water service, consider special fees assessed for water service to non-member lands
- Study the reduction or elimination of fees for the purposes of affordable housing, green building or economic development in growth areas
- Study the use of fees for regional transportation facilities

- Provide public information on the costs of development and the existing needs for infrastructure and services
- Work with Arizona State University on coordinated developments; identify campus to city infrastructure needs and jointly seek funding mechanisms to accommodate campus development
- Work with private utility providers to ensure future infrastructure capacity for development within Tempe, and compensation for expansion serving other areas
- Encourage adjacent municipalities to coordinate infrastructure improvements in Tempe, ~~which that~~ serve the greater metropolitan community; to minimize impacts to Tempe
- Continue to monitor costs and benefits of developments on the overall fiscal health of the ~~C~~city
- Identify opportunities to partner with adjacent cities in providing infrastructure or services which serve the greater community, such as parks, schools, park and ride, and mass transit
- Continue the subdivision ordinance for rights-of-way and easement provisions, frontage infrastructure, and open space requirements
- Continue the development fees outlined in the zoning ordinance and building codes
- Continue the percent for arts program for art in private development
- Partner with private development to maximize capital projects funded through bonds with in-lieu funds
- For proposed land uses which intensify or significantly change existing land uses, may require an infrastructure/service plan which specifies the needs and financing for each of the following:
 - Fire protection
 - Police protection
 - Transportation improvements
 - Water and sewer improvements/services
 - Parks
 - Solid waste disposal
 - Storm drainage
 - Parking (in growth areas)

Sources

- City of Tempe Biennial Budget
- City of Tempe Capital Improvement Plan
- Comprehensive Financial Plan
- Financial Policies
- Biennial Strategic Issues

Growth Areas Element

Introduction

The Growth Area Element identifies seven areas designated for special development focus. This element addresses efficient multi-modal circulation, economical infrastructure expansion and rational land development that conserves natural resources and open space, connects with adjacent areas, and coordinates timely and financially sound planning and development.

Growth areas are:

- ☐ Planned for multi-modal transportation
- ☐ Planned for infrastructure expansion and improvements
- ☐ Designed to support a planned concentration of development
- ☐ Designed to promote and integrate a variety or mix of land uses
- ☐ Formally identified by redevelopment, overlay or other district designation

Photos related to growth areas

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Map of all growth areas on backside

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€ Growth Areas

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The following growth areas are numbered to correspond with the map on page 130, and are not prioritized.

1. Apache Boulevard Redevelopment Area

Introduction

Apache Boulevard was formerly designated as U.S. Highway 60 or State Route 89, serving as an important part of the interstate and regional transportation system. The Boulevard developed automotive and tourist oriented uses serving the highway: hotels, service stations, restaurants, and recreational vehicle parks. Along Eighth Street from Rural to Dorsey, the spur line of the railroad was an important part of a national rail transport system. The nearby alignment of the McKinney-Kirkland Ditch (a canal following a former Hohokam canal) provided needed water for homesteading, agriculture and industry. The area was one of the first to develop in Tempe, and continued to develop following World War II. When Interstate 10 and the State Route 60 were built in the 1960s and 1970s, many businesses serving the highways moved, and those that stayed experienced two decades of decline. Deep narrow commercial lots were too small to attract newer development in the 1980s and the increasing age of many buildings led to further decline of the area. Today, there are a significant number of historic buildings in the area, which are at least fifty years old. In the early 1990s, Tempe started work with Apache Boulevard area residents and businesses to enhance the streetscape of the Boulevard, and develop a redevelopment plan to address other community issues. The City of Tempe promotes a comprehensive and cooperative approach to the Apache Boulevard Redevelopment Area. This includes a partnership between the public, private and non-profit **participants stakeholders** with an interest in the Apache Boulevard Area. Tempe works to ensure that plan objectives are met with public decisions and investments made with an awareness of the potential effect on the area. The **€city** works closely with property owners, financial institutions, developers, realtors, homebuilders, business **ownerspersons** and investors to promote opportunities for beneficial redevelopment. The Apache Boulevard area now boasts a rebirth of unique restaurants and shops, historically recognized and preserved buildings, renovated homes and buildings, the Escalante Community Center, a new grocery store and fire station, and many other needed services and facilities. Transportation continues to be a development theme for the Boulevard, as the area anticipates the addition of light rail to serve the community. The next two decades will continue the evolution of this dynamic area.

The goal of the Apache Boulevard Redevelopment Area is to encourage reinvestment to build a more desirable neighborhood in which people will enjoy living, working and visiting.

Objectives

- Eliminate blighting influences
- Encourage a strong sense of community
- Encourage reinvestment
- Encourage transit and pedestrian oriented design and development
- Enhance area quality of life
- Enhance positive aspects
- Promote desirable reuse of land
- Redevelop and rehabilitate substandard conditions
- Stabilize and improve the area

Strategies

- ~~Clusters~~ higher density development around transit stations
- Coordinate programs with city departments and outside agencies
- Create safer pedestrian and bicycle circulation with appropriate amenities and conveniences
- Create a sense of place with an aesthetically pleasing theme
- Develop a strong business community with a Boulevard management district;
- Develop a strong business community with a multi-modal transit system, trolley service
- Create a safe, well-lighted environment
- Discourage non-essential traffic and promote efficient local circulation
- Encourage Apache Boulevard redevelopment into a cultural and arts area
- Discourage uses which are likely to have an adverse impact on the high-quality image of Tempe
- Encourage rehabilitation of older buildings with structurally sound construction
- Encourage shared parking which serves several groups of users during various times of day
- Enhance participation in community associations
- Enhance recreational opportunities
- Enhance the “gateway” to Tempe through the improvement or removal of unsightly conditions and the addition of new gateway feature elements
- Improve vehicle, pedestrian and bicycle flows through the neighborhood
- Increase green spaces ~~&~~and parks
- Increase the ratio of owner-occupied residences to rental residences
- Increase the residential and tourist-oriented development
- Increase the utilization of undeveloped or under-developed property
- Integrate the Boulevard and its services with the surrounding residential areas
- Preserve, restore, or document and record buildings that are historically significant
- Promote the rehabilitation of existing residential structures and eliminate rundown structures that cannot be rehabilitated
- Provide better access to schools
- Provide community facilities and social services for Project Area residents
- Provide consistently adequate lighting, streets and paths
- Provide for the cleanup and mitigation of environmental problems by the creation of public/private partnerships for the redevelopment of these blighted areas
- Seek alternative funding sources for implementation of community objectives
- Underground utility lines in the area
- Upgrade commercial development by introducing viable long-term businesses and mixed-use projects

Sources

- Apache Boulevard Redevelopment Plan

✶ Growth Areas

2. Arizona State University

Arizona State University (ASU) is a publicly owned, nationally renowned education and research facility. As the largest employer and one of the largest land holders in Tempe, ASU is an important part of the community. As a state agency, planning and development is not under the jurisdiction of Tempe, but must follow state planning laws. Both Tempe and ASU are land locked, which changes the way each may grow. Therefore, a symbiotic relationship is critical to cooperatively developing comprehensive plans for growth that sensitively integrate a world-class competitive public university into the larger local context of the **✶city** with mutually beneficial international images. Students from all states and more than 120 countries enroll at ASU each year, bring their diverse thoughts, cultures and backgrounds to the area. Below are some statistics about ASU main:

Students

As of 2002, ASU is the largest university in Arizona; almost 46,000 enrolled in 2001, ASU produces 10,000 graduates annually. Current enrollment is about 46,000, full time equivalent student population on the main campus is not expected to exceed 50,000, however there is no official cap. Approximately **70% percent** of the students are Arizona residents at the time of enrollment. The average age of undergraduates is 23 and graduates are on average 31 years of age: non-degree-seeking students are slightly older than these averages, at 26 and 35 years of age respectively. **68% percent** of the main campus are racially identified as white. As of 2001, **38% percent** of the students have a Tempe address. Approximately **42% percent** of students live within five miles of the main campus; another **13% percent** live on campus. Of students surveyed who live off campus, students average **54.2% percent** single occupancy trips per week to campus, **2.3% percent** by bus, **10.7% percent** by carpool, **10.7% percent** by bicycle and **19.9% percent** walking trips per week. The average commute distance is 7.58 miles, taking 17 minutes each way.

Employees

As of 2001, ASU is the largest employer in Tempe, with 6,548, full time equivalent employees on the main campus. Due to an emphasis on research and development, it is expected that the faculty and administrative staff will increase. As of 2003, it is not known what this increase will be. It is also unknown how many employees live within five miles of campus. However, of employees tracked through the travel reduction program, employees average **70.9% percent** single occupancy trips per week to campus, **2.9% percent** by bus, **12.5% percent** by carpool, **6.6% percent** by bicycle and **2.2% percent** walking trips per week. The average commute distance for employees is 10.7 miles, taking 25 minutes each way.

Campus:

The campus has an adequate and substantial footprint with finite growth opportunities: Tempe, an established community, surrounds the 722-acre main campus. ASU currently has 4,964,668 square feet of current occupied building space, and has the potential to infill with 3,000,000 square feet. ASU uses a four-year building capital plan to identify projects. Some of this new development includes replacement structures for existing facilities. The campus has been planned for vertical growth, in an effort to preserve open space; however, many single story inefficient or outdated structures will be removed.

Both ASU and Tempe share similar needs for comprehensive planning to address growth through infill and redevelopment to meet future needs while preserving the historic, cultural and social attributes that attract many to both the campus and the **✶city**. Ongoing issues which impact both ASU and Tempe include transit, parking, traffic, land use, housing, historic preservation and neighborhood encroachment.

Tempe recognizes ASU as a Growth Area, and has established a goal to collaborate on development, infrastructure capacity and land use issues that are consistent with both Tempe and ASU long term needs, and embed ASU in the community through increased campus and community relations and public participation.

Objectives

- Focus on quality not quantity
- Comprehensive campus and municipal planning
- Promote public health, safety and welfare on and around the campus
- Integrate campus and community land uses
- Develop mutually beneficial economic development
- Minimize impacts to the environment
- Provide efficient circulation
- Promote alternative modes of transportation
- Preserve historic structures and buildings of significance
- Provide diverse and compatible housing, complementary to the neighborhoods
- Balance density and open space
- Create a cohesive human scaled environment
- Promote Tempe regionally as educational hub of the Valley
- Create an international identity
- Promote campus and community interaction

Strategies

- Enhance the “oasis in the desert” concept with pedestrian oriented shade and low water use principles
- Create and promote opportunities for diverse educational, recreational, cultural, social and employment experiences
- Form a city and campus planning committee to address issues
- Continue to appoint ASU faculty and administration to City Board and Commission positions
- Coordinate city and campus infrastructure demands and funding
- Develop community interface at the campus perimeter with jointly facilitated community involvement
- Unify city and university transit and parking strategies
- Encourage quality architecture by developing a mutually agreeable set of general standards
- Continue to have City staff and an appointed neighborhood representative participate in ASU’s Public Art and Design Review Council (PADRC)
- Provide opportunities for public comment on projects located on the campus perimeter
- Work with university to facilitate development in and around the campus in a timely manner
- Identify redevelopment partnership opportunities to further downtown, neighborhood and ASU goals
- Encourage balanced mixed-use developments that meet student, resident and employee needs
- Identify goods and services deficiencies to target economically sustainable markets
- Involve student government and faculty representatives in community planning forums
- Work with local schools to promote higher education
- Work with local businesses to promote continuing education
- Develop joint marketing strategies with Chambers of Commerce, Convention and Visitors Bureaus, ASU and the City of Tempe and other Valley municipalities
- Continue public safety coordination, education and response

C-Growth Areas

3. Downtown Tempe

~~Since the late 1800's~~, Downtown Tempe has experienced traditional cycles of success and decline, ~~starting in the late 1800's~~ as the civic and commercial hub for the community. Growth continued until a series of events diverted development elsewhere. Mill Avenue, a former state highway, was bypassed for a new state route (Superstition Freeway), and suburban growth took residents further away from the City center. The development of retail areas closer to residential areas drew revenues out of the downtown, and the uses changed for survival. By the 1960s, lack of investment led to decay of the City's central business district~~teore~~. Beginning in 1968 with the decision to locate the new City Hall in the downtown, the City Council committed to redeveloping the downtown. This was reaffirmed in 1973 with the adoption and Federal financial assistance of the University-Hayden Butte Redevelopment Area. The first decade of redevelopment focused on public and private investment in civic facilities, infrastructure and historic preservation. The 1980s attracted small office, retail and restaurant businesses that flourished, and later relocated to larger facilities. The 1990s brought in needed large employment centers and high technology industries that further activated the area. Now in its third decade of redevelopment, focus has shifted to residential and mMixed-Use developments that will sustain the live, work, play concept throughout the year, and throughout shifts in specific markets. The downtown will continue to evolve, but the investment in quality architecture within a unique pedestrian environment will sustain what began nearly a century and a half ago.

The goal of the Downtown Redevelopment Area is to continue reinvestment improvements of the downtown by redeveloping underutilized parcels to compliment existing activities that make downtown the financial, civic, cultural and professional hub of Tempe.

Objectives

- Sustain the downtown as a regional destination
- Provide goods and services for residents, employees and ASU students
- Create a balance of residential, commercial, recreational and educational uses
- Create a walkable community enhanced by mass transit for outlying downtown areas.
- Create a unique environment with a distinct image

Strategies

- Encourage flexibility to change with market demands
- Create quality live, work, learn and play experiences in the built environment
- Provide opportunities for small incubator companies as well as large employment centers
- Encourage shared parking to maximize land uses throughout different times of the day and week
- Ensure adequate and accessible parking for the success of businesses in the downtown
- Continue neighborhood shuttles and local area shuttles that serve the downtown area
- Encourage events that compliment the downtown area, and are not detrimental to the daily functions of government, residents and business
- Partner with ASU to address parking, transit, housing, service and employment needs of students
- Eliminate non-essential traffic and promote efficient local circulation
- Provide public improvements that encourage private investment
- Preserve and promote the historic and cultural significance of the downtown area
- Discourage uses likely to have adverse impacts on the high-quality image or property values of the area
- Promote the Downtown Tempe Community (DTC) Downtown Design Principles

Sources

- University-Hayden Butte Area Amended Redevelopment Plan

- DTC Downtown ~~d~~Design Principles

~~C~~-Growth Areas

4. McClintock/~~Crosspoint~~ Redevelopment Area

Introduction

The area east of McClintock, west of the 101 freeway, and south of Rio Salado Parkway has been a county island since Tempe's incorporation. The development of this area was predominantly with businesses that would face significant restrictions if they built and operated within a municipality. Unincorporated areas had fewer services available, but also had fewer restrictions on property use. The result was a concentration of uses with real or perceived environmental impacts, which further deteriorated the value of property in the area. Tempe has long served this area with water and sewer services; fire and emergency response, police protection and building inspection were not part of the ~~C~~city services provided to the County. As a result, many structures did not meet public health, safety and welfare standards. In 2000, property owners in the county island signed a petition to be annexed in to the City of Tempe. As part of the agreement, they would retain their existing land uses, under current operations, until they decided to sell, expand or change their property or business. Tempe in turn would provide basic services, including improvements to Rio Salado Parkway, for better fire, police and freeway access. The area has the advantage of freeway access at both the east and west ends, with high visibility and proximity to Rio Salado. The area has the disadvantage of significant environmental contamination, requiring substantial investment in remediation. The area is considered a brownfield, and in 2002 was formally designated as a redevelopment area. By virtue of this new status, it becomes a focus for new growth in Tempe.

The goal of the McClintock/~~Rio Salado Parkway Brownfield~~ Redevelopment Area is to mitigate environmental contamination, remove blighted conditions and reclaim the area for reuse and redevelopment.

Objectives

- ~~Partner with private sector {this line moved} for clean up of~~ Address real or perceived environmental impacts
- Maximize revenue generation to the city
- Encourage development that ~~complement~~compliments, rather than competes with, Rio Salado and Downtown
- ~~Take advantage of the freeway location to build regional commercial destination that fills gaps in the east Valley market {this line moved}~~
- Encourage Mixed-Use development

Strategies

- Include notification of adjacent communities during the public hearing process for redevelopment
- Partner with private sector
- Pursue all available {Federal and State F}unding for Bbrownfield development
- Explore innovative technologies for environmental remediation
- Take advantage of the freeway location to build a regional commercial destination that fills gaps in the eEast Valley market
- Promote connection between destinations within the area
- Assess market conditions for best vaible mix of uses based on land conditions

~~€~~ *Growth Areas*

5. Papago Park Center

Introduction

Incorporated into the University-Hayden Butte Redevelopment Area are 350 acres in the north-west corner of Tempe, which have been master planned for mixed-use development. Planned uses for the area include: Class A office, retail, resort hotel, research and development, and high-density multifamily residential. The area is ideally located for an employment park, having direct access to the Red Mountain Freeway, Phoenix Sky Harbor International Airport, Arizona State University and Downtown Tempe. Papago Park Center is located adjacent to regional destinations and amenities such as Papago Park, Town Lake, two golf courses, the Phoenix Zoo and Desert Botanical Gardens. These attractions are influential to potential tenant decision-making and are emphasized in economic development recruitment efforts.

The developer of this growth area has invested more than \$25 million in regional infrastructure to serve the needs of users of the development. These improvements include state-of-the art support facilities such as fiber-optic communication networks, redundant power support, point of presence communication capabilities and natural gas and nitrogen lines. Additional improvements were made to realign railroad main lines, a canal and arterial streets. Tempe is planning light rail improvements along Washington Street, with a stop serving the development.

The master plan includes large landscape buffers along the roadway, using arid region landscape treatment to provide shade to bicyclists and pedestrians, while tying in to the surrounding desert views of Papago Park.

The goal of the Papago Park Center growth area is to become a premier employment center for the ~~€~~city and the Valley.

Objectives

- Complete implementation of the Papago Park Center Master Plan to revitalize underutilized areas
- Establish and promote Papago Park Center as an employment center
- Maintain high design standards in landscape and building treatments

Strategy

- Incorporate Papago Park Center as a fundamental component of economic development plans in corporate tenant recruitment
- Identify relationships with ASU ~~in~~ to support education and employment programs
- Partner with ASU in targeting economic development supported by university programs
- Work with outside agencies to promote Papago Park Center as an employment area
- Develop the area for multi-modal transportation

Growth Areas

6. Town Lake

Introduction

The Town Lake Area is the realization of Tempe's desire to use public and private partnerships to create a destination that promotes economic growth and the regional quality of life by developing new employment, tourism, commercial, residential and recreational opportunities. Town Lake was created within the Salt River bed flood channel. The lake's attractiveness and flood control measures have promoted development of 840 acres of adjacent land, Tempe's last frontier for new growth. The Town Lake Project is designed to link office spaces, retail shops, residences, hotels, and restaurants with downtown development and a variety of recreational opportunities. Along the lake edge, an extensive park and trail system attracts visitors to enjoy the lake and landscape views while providing the opportunity for exercise and respite. The lake itself provides aquatic activities, while events and cultural amenities contribute to the urban fabric of the area. When fully developed, the area will be a significant regional destination, maintaining a regional and historic context, while providing an outstanding array of activities in an attractive setting inviting to employers, residents and visitors.

The goal of the Town Lake Growth Area is to develop a regional lake-centered urban destination, designed to link quality ~~M~~ixed-~~U~~ses of offices, retail, residences, restaurants, cultural amenities, recreational opportunities, and activities for residents, employees and tourists, while being an economic engine and source of civic pride.

Objectives

- Provide flood control
- Attract economic development opportunities
- Establish the Town Lake Area as an attractive regional and national destination and centerpiece of community pride
- Utilize sensitive environmental planning
- Blend a variety of recreational, social and cultural opportunities to celebrate the heritage and contribute to the betterment of our community
- Position the area to obtain a maximum return on investment for the City of Tempe
- Provide educational opportunities
- Improve regional quality of life

Strategies

- Continue using public-private partnerships to economically stimulate developments that further Town Lake as a live-work-play destination and strengthen the relationship between Downtown and the Town Lake Area
- Encourage vertical mixed-use development to maximize land use
- Provide opportunities for conventions, large and small trade and group shows, and entertainment and competition gatherings throughout the year
- Promote high quality architecture and landscape design in private and public spaces
- Encourage open space, preserve critical views, access corridors, and waterfront orientation
- Effectively market the Town Lake Area as a desirable regional destination. Attract local community and regional visitors
- Ensure that over time Tempe receives a return on its investment in the Town Lake Area
- Provide opportunities for citizen and corporate sponsorship through the Town Lake Foundation
- Enhance and balance mass and local transit, bike and walking paths, and parking in appropriate locations

- Encourage a variety of green recreational areas, habitat projects, and low-water use parks. Use shade trees and shade structures frequently
- Promote public accessibility and discourage intimidating or exclusive environments
- Continue the art theme throughout the project: “Discover the past, Engage the present, Serve the Future,” by integrating art into Town Lake Area planning including infrastructure, architecture, landscape and events
- Encourage diverse cultural activities and events at Town Lake
- Development construction shall be compatible with Intergovernmental Agreements, including those with Arizona State University, Maricopa County Flood Control District, and [Phoenix Sky Harbor International](#) Airport

Sources

- Town Lake Project Specific Area Plan
- Rio Salado Park Masterplan
- Town Lake Finance Plan
- [Public Arts Masterplan – The Rio Salado Overlay District](#)

~~C~~-Growth Areas

7. Warner & I-10 Corridor

The Warner/I-10 Growth area is located along both sides of Warner Road between Priest Drive and the I-10 Freeway. As one of the last largely vacant and developable tracts of land in Tempe and given its superior freeway visibility and arterial access, this area is one of the most prime locations for development in the ~~C~~city. Because of its central location and access, this area holds the most potential as an office/employment destination as well as a serving a specialty commercial and entertainment market.

The goal of the Warner & I-10 Growth ~~A~~Area is to develop a regional destination and employment center.

Objectives

- Provide a unique mix of retail and entertainment opportunities that can serve the adjacent development and the surrounding community

Strategies

- Master plan both sides of Warner Road together to ensure cohesive and compatible development
- Maximize freeway visibility, discourage buildings from "turning their backs" to the freeway
- Encourage project signage branding that is unified for both sides of Warner Rd and provides a strong presence on the freeway